



# Enhancing the Safe, Secure, Effective and Efficient Distribution of AA&E

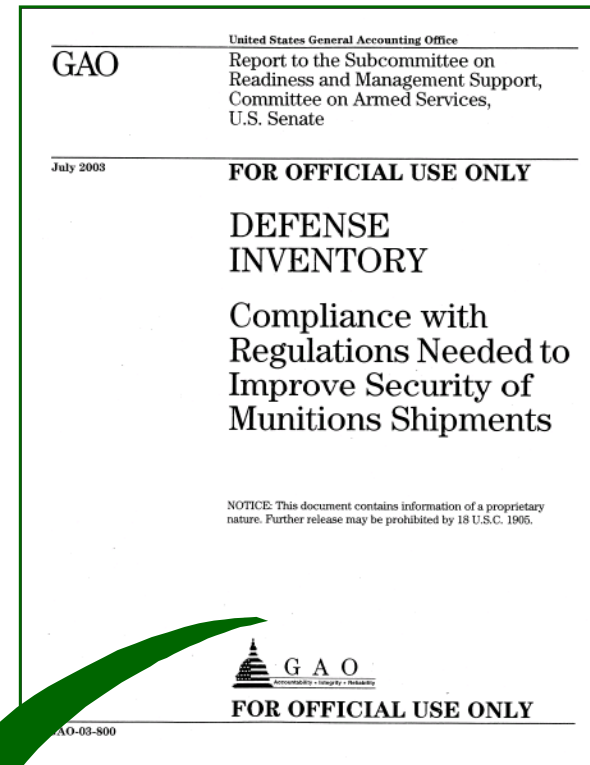
## AA&E RDT&E Stakeholder's Meeting

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# Background



***DoD Senior Leaders direct development of a strategic plan for the distribution of munitions***



# Strategic Plan Vision

***An effective and efficient worldwide logistics chain that meets warfighters' demands for AA&E where and when needed while protecting against security threats, limiting exposure to the public and minimizing the potential for safety mishaps.***



# Strategic Plan

## Department of Defense Strategic Plan



## Distribution of Arms, Ammunition and Explosives

May 2004

### FOREWORD

The Department of Defense (DoD) continues to enhance and improve the safe and secure distribution of its arms, ammunition and explosives (AA&E). The terrorist attacks of September 11, 2001 heightened our awareness of potential vulnerabilities and brought renewed emphasis on the need to closely examine and strengthen the AA&E logistics chain. Since 2001, we have undertaken several studies, conducted senior leadership meetings, and instituted new policies and procedures to dramatically improve the safe and secure movement of AA&E. In addition, the General Accounting Office (GAO) has reinforced this need in several reports it has issued over the past 3 years. While we have made significant progress, our job is not complete.

Our efforts to date have focused on specific issues, industries or segments of the AA&E logistics chain and have not considered a global, system-wide approach. Therefore, this strategic plan charts a path to strengthen and improve the Department's end-to-end AA&E logistics chain. While it focuses primarily on AA&E global distribution considerations, this plan includes actions that need to be taken by certain activities in other segments of the DoD logistics chain that affect distribution, safety, security, effectiveness, efficiency or accountability.

This plan contains the vision, goals, objectives, actions and milestones necessary to improve the oversight, management, control, safety and security of AA&E across the entire DoD logistics chain. It also lists the measures of performance to track our progress in meeting the plan's goals. To support this broad framework, the plan recognizes the various AA&E-related organizational roles and responsibilities, statutes, policies and implementing regulations influencing the key segments of the logistics chain—including testing, development, acquisition, production, storage, materiel issue, transportation, receipt and disposal within the United States and in overseas theaters of operation. Lastly, this plan recognizes that many systems and technology enablers support AA&E logistics chain business processes and procedures.

The success of the plan's goals and objectives is a shared responsibility, which depends on leveraging joint cooperation, commitment, resources and talents—both across the Department and with our industry partners. I embrace the vision, goals, objectives and actions outlined in this plan. I ask that you commit the necessary resources and focus your collective efforts to implement the plan to achieve a more secure, safe, effective and efficient AA&E distribution system that meets warfighter requirements for AA&E in peace and wartime, well into the future.

  
Paul Wolfowitz  
Deputy Secretary of Defense





# Implementation Plan

## Department of Defense Implementation Plan



## Distribution of Arms, Ammunition and Explosives

March 2005

### Foreword

This plan provides a roadmap for implementing the Deputy Secretary of Defense's May 2004 Strategic Plan for the Distribution of Arms, Ammunition, and Explosives (AA&E). It represents the combined ideas and efforts of all the DoD stakeholders responsible for broad policy and execution of the Department's AA&E logistics chain. Through execution of the actions contained in this plan, the Department will continue to dramatically enhance and improve the safe and secure distribution of its AA&E. I especially appreciate the contributions and commitment of the senior leadership and key stakeholder representatives who have spearheaded this effort in support of the Strategic Plan's vision and goals of achieving a secure, safe, effective, and efficient AA&E distribution system that meets warfighter requirements for AA&E in peace and wartime, well into the future.

This plan approaches the distribution of AA&E from a global, system-wide approach and incorporates concepts and actions that go beyond the logistics community. To support this broad framework, the plan includes actions to bridge the various AA&E-related organizational roles and responsibilities, statutes, policies, and implementing regulations underlying the key segments of the logistics chain—including testing, acquisition, production, storage, materiel issue, transportation, receipt, and disposal within the United States and in overseas theaters of operation. The actions contained in this plan do not change existing organizational missions, roles, and responsibilities—rather, they are intended to transcend the handoffs that are common to a logistics chain that relies on multiple modes and nodes of transportation within the commercial and DoD organic transportation systems and specially designed AA&E supply chains, including vendor-managed movements and foreign military sales shipments. The plan also addresses the detailed actions and milestones necessary to improve the oversight, management, control, safety, and security of AA&E across the entire DoD logistics chain and proposes measures of performance to track our progress. Lastly, this plan identifies specific actions needed to enhance and leverage the many systems and technology enablers that support AA&E logistics business processes and procedures.

In conclusion, I repeat Deputy Secretary Wolfowitz's direction in the Strategic Plan: "The success of this implementation plan is a shared responsibility which depends on leveraging joint cooperation, commitment, resources, and talents—both across the Department and with our industry partners." I ask for your continued support to provide the necessary resources and effort to see each of the plan's actions through to fruition.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

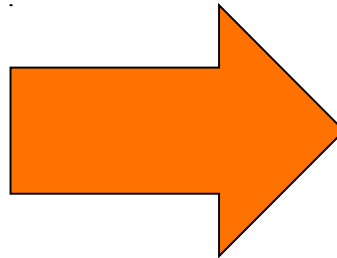
Michael W. Wynne  
Under Secretary of Defense  
(Acquisition, Technology and Logistics)



# Transition from Vision to Execution

## Strategic Plan

**Vision**  
**Mission**  
**4 Goals**  
**8 Objectives**  
**23 Actions**  
• OPRs  
• OCRs



## Implementation Plan

**14 Action Sets**  
**Roles**  
**Details**  
**Steps**  
**Timelines**



# Overall Objectives

- Clear and consistent policy and guidance
- Coordinated single set of requirements, rules and processes
  - Eliminate gaps and/or conflicts
- Clear, documented picture of AA&E stakeholders and their roles/responsibilities
- Improved emergency response and interagency information sharing
- Integrated, comprehensive training with tiered certification structure
- Focus resources towards justified value-added initiatives
- Open communications between all stakeholders



# Overview of AIPs

- AIP 1
  - Create a combined AA&E physical security working group; monitor safety and security policy
- AIP 2
  - Perform threat, vulnerability, and risk assessment
- AIP 3
  - Define and map stakeholders in the AA&E distribution process; define roles; refine policy
- AIP 4
  - Establish a forum for interagency information exchange
- AIP 5
  - Incident/emergency response





# Overview of AIPs

- AIP 6
  - Coordinate rules, policy, and/or legislation concerning AA&E in the hands of contractors and foreign governments
- AIP 7
  - Review, refine, coordinate AA&E policies within the various combatant commands
- AIP 8
  - Enterprise architecture review; transition to an ultimate AA&E automatic information system (AIS)
- AIP 9
  - Identify and pursue innovative distribution alternatives; explore tracking and sensing technologies; enhance business processes



# Overview of AIPs

- **AIP 10**
  - Establish lead agent to coordinate and leverage AA&E RDT&E efforts
- **AIP 11**
  - Develop an AA&E online knowledge management portal
- **AIP 12**
  - Develop a capability for centrally tracking AA&E worldwide
- **AIP 13**
  - AA&E training curriculum
- **AIP 14**
  - Develop end-to-end performance metrics; monitor AA&E logistics chain performance



# Bottom Line

Improved safety, security, visibility/accountability, effectiveness and efficiency throughout the ***end-to-end*** distribution of AA&E.

**The RDT&E process is critical to success!**



# Issues Behind AIP 10

- Most weapon systems have a lifecycle of years or decades
- Sustainment is 65 – 80% of life cycle costs
- Decisions made during acquisition phase regarding reliability and sustainability will shape over 50% of the sustainment costs
- Weapon systems and accompanying munitions spend much of their time being stored, transported, maintained, tested...and ultimately disposed of.
- Ensuring a weapon system and accompanying munitions can be safely and effectively handled during its lifecycle begins with the RDT&E phase

The RDT&E process needs to take both the ***warfighter*** and the ***logistician*** into consideration....



# Icebreaker Ideas

Ensure lifecycle logistics, safety and security factors are considered during the design process:

Examples:

- Engineer temperature, humidity, and shock sensors into the weapon
- Design automatic identification technology (AIT) and unique identification technology (UID) into the weapon and its components
- Consider tracking and communication technology that can gather sensor, AIT, and UID information and report it to the logistician
  - Real-time (GPS, satellite)
  - Nodal (RFID)





# Logistics Vision for AA&E

A munition or a component should be able to report its identification, location, and condition to the logistician at pre-determined intervals, on demand, or when an adverse situation arises.

This capability exists today, but in a ad hoc, non-integrated way. The RDT&E process should encourage the inclusion of this capability from the drawing board. Only then can the end-to-end distribution process of AA&E be unified....



# Potential Benefits

- An integrated, end-to-end AA&E distribution process can realize these benefits:
  - More agile inventory management
  - Reduction in maintenance and inspections
  - Improved reliability
  - Better supply chain visibility
  - Increased safety and security
  - Reduced life cycle costs



# A Final Thought.....

**OPRs do not work AIPs  
independently!**

**This is an AA&E community effort!**

**AIP 10 overlaps with other AIPs**

***Your support is critical to  
achieving the DoD's AA&E  
Strategic Plan vision!***



# Questions?